

INTRODUCTION

The 2009 State of Effectiveness Report provides an overview of the City of Carlsbad's overall performance in many different service areas. This report represents the ninth year that the City of Carlsbad has issued a report card on its performance. The report is organized by Council Strategic Goal and includes Annual Citywide Survey results as well as specific measures for the various service areas.

Carlsbad's performance management efforts are designed to reflect the outcome of City services and are focused on three related areas – service delivery, customer satisfaction and cost efficiency. This process of defining and measuring these three areas helps provide a balanced approach in evaluating the overall effectiveness of a service area.

Based on the results of the performance measures, staff identified several key themes, which include:

- Carlsbad now compares itself to cities with a population of more than 100,000. This has had an impact on the results of some benchmarks.
- Customer satisfaction ratings continue to be positive with most City services rated as either good or excellent 90% of the time.
- Service delivery is predominately stable or improving, with little measurable difference for most City services over the past year. Some notable exceptions are:
 - Response times for public safety (Police and Fire) showed improvement
 - The City achieved its goal of no Notices of Violation from the Regional Water Quality Control Board
 - Travel times along the City's major roads (El Camino Real and Palomar Airport Road) improved
 - The City's long-term fiscal health, while positive, continues to be a concern

The City continues to receive high marks for service delivery from its citizens. Overwhelmingly, 91% of residents reported being either "very" or "somewhat" satisfied with the job that the City of Carlsbad is doing to provide city services. A complementary measure to satisfaction with the City of Carlsbad is the level of confidence in Carlsbad government. When asked how confident residents were in the Carlsbad City government to make decisions which positively affect the lives of its community members, 76% reported that they were "very" or "somewhat" confident.

Measure	FY04	FY05	FY06	FY07	FY08
Overall City Service Rating	91%	92%	92%	92%	91%
Confidence in Carlsbad Government	76%	78%	79%	78%	76%

Lastly, the Performance Measurement Resource Team would like to thank the various departments and staff actively engaged in continuous improvement and commitment to the pursuit of excellence through the performance measurement process. These service providers are openly committed to the efficient delivery of services to the people who live, work, and play in the City of Carlsbad.



Financial **Health**

FINANCE

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Balanced Long Term Fiscal Condition: 10-year financial forecast	Revenues will be equal to or exceed expenditures for each year for 10 years	Yes	Yes
Monthly Financial Status Report: Timely Distribution	≤15 Average Working Days	11.6 average working days	12 average working days
Business License Processing	Decrease in % of pending licenses year to year	1.50%	1.57%
	Decrease in % of delinquent renewals year to year	2.16%	2.16%
	Increase in % of on-line processing year to year	7.08%	7.75%
Outgoing Payment Processing	Increase in % of successful payments year to year	99.53%	99.70%
	Increase in % of electronic payments year to year	49.00%	50.5%

- Overall, most of these indicators have continued to be positive for Fiscal Year 2007-08.
- The Finance Department focused on the long-term financial outlook given the state of the global economy, and continued focus on accuracy and more effective use of technology.

- Fiscal Year 2007-08 saw a 5.4% increase in the number of licenses over last year. Despite the slight increase in pending licenses over last year, this number is in line with last year at 1.6% of total licenses.

TRENDS AND OBSERVATIONS

- The forecast for the next ten years reflects an average increase in the General Fund balance of \$0 to \$3 million per year, which is less than the previous year's forecast due to the slow economy.
- As the City reaches build-out, the emphasis shifts from new infrastructure construction to infrastructure maintenance and replacement. The ability to fund infrastructure maintenance and replacement is key to the sustainability of the City. Through fiscal discipline, the City continues its contribution to the Infrastructure Replacement Fund of 6.5% of General Fund revenues.
- The ten-year financial forecast also considers the Capital Improvement Program and the timing for the operation and maintenance of new facilities that will be opening over the next ten years.
- Through useful tools such as the Financial Status Report and the ten-year financial forecast, the City will be able to continue to respond to changes in the economy and/or other changes which may be out of the City's control.

ACTION PLANS

- Develop a customer service measure for the department. Focus areas in consideration include: cashiering, accounting support, budget and access to financial information.
- Use the City's web site as a service enhancement vehicle for business licensing.
- Continue to explore new avenues to identify possible businesses within the City operating without a business license.
- Work with City departments to continue to improve the efficiency and effectiveness of operations, as well as fiscal responsibility, financial reporting and processing of financial information.
- Continue to communicate on a timely basis with Council, management and departments on the fiscal condition of the City.



Financial **Health**

RISK MANAGEMENT

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Claims Administration	90% of claim determinations made within 45 days of receipt	96%	96%

- A key measure of Risk Management is the timeliness of processing claims. This measure reflects the efforts of all departments to coordinate on the collection of information, writing of reports, and on the evaluation of claims. This provides for an efficient and timely response to claimants which serves to reduce and mitigate liability exposure throughout the City.
- Claims Administration consistently reflects a processing time within the time frames established by law.
- Claims are consistently resolved within the statutory timeframe of 45 days.

TRENDS AND OBSERVATIONS

- Loss control is part of the prudent management of fiscal resources. To this end, Risk Management provides a focused managerial direction for the City's self-insured general liability and property damage insurance programs. Risk coordinates with department's citywide, legal counsel, consultants, third party administrators, and insurance companies to manage claims against the City and minimize losses.

ACTION PLANS

- Risk Management works with all departments to continue to improve loss control measures of Department operations to evaluate and revise insurance requirements in contracts and permits as necessary.



Communication

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Level of Information	90%	82%	80%

Cost	Benchmark	FY07	FY08
Cost Per Capita	To Be Determined	\$8.90	\$11.00

- Communications has been a major area of focus for the City over the past several years. The City evaluates its communication efforts based on the level of information residents feel they have and the cost to provide that information.
- Cost per capita expenditures increased \$2 due to the public outreach efforts associated with the Proposition D Citizen Committee and the development of the City's new brand and design costs associated with the website.

TRENDS AND OBSERVATIONS

- Results of the City's communication efforts have been consistent for the past several years. FY08 saw minimal changes in these results as resident ratings continue to be predominately positive.
- Citizen's perception of the City and its communication efforts are positive and have shown little fluctuation over the past several years.
- In FY08, the City completed the first stage of its branding efforts and began the process of updating its website.
- In the latest survey, nearly 40% of the respondents said they use the city website to find out information about Carlsbad. Recognizing the significance of

these numbers, it is anticipated that the City will continue to emphasize the development of its website over the coming years.

- This past year the City was engaged in several large scale public outreach and information programs, including the Proposition D Citizens Committee, the conversion to a Charter City form of government and a proposal to construct a new power plant at the Encina Power Station.

ACTION PLANS

- Beginning in FY09, the City will embark on updating its General Plan. The public outreach component of this project is quite comprehensive and is expected to last for more than a year. Due to its nature, size and scope, the General Plan Update may impact communication ratings over the coming years.



Citizen Connection and Partnership

VOLUNTEER PROGRAM

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Initial Contact to Response Time	< 3 days 95% of the time	99%	100%
Orientations Offered	At least one per month	Yes	Yes
Orientation to Referral in less than 3 days	90% of the time	96%	90%

Customer Satisfaction	Benchmark	FY07	FY08
Volunteer Orientation Evaluation	A satisfaction rating of 4 or higher	4.84	4.75
Volunteer Satisfaction	90% or higher rate experience as positive	N/A	92%

Cost	Benchmark	FY07	FY08
Cost Effectiveness Ratio of Value to Cost	N/A	4:1	5:1

- Responsiveness to an expression of interest from a potential volunteer is essential to top quality service. The Volunteer program works to ensure a rapid and adequate response to all those wishing to volunteer in the City. The Volunteer Program responded to initial contacts from potential volunteers in less than 3 days 100% of the time.
- Once the volunteers are welcomed into the City's volunteer program, the Community Volunteer Coordinator works to ensure a positive participant experience in both the orientation and volunteer specific service areas.

- Expenditures for volunteer operations are compared to the calculated value of hourly volunteer time. This cost calculation allows the City to see the return on investment and cost effectiveness of the volunteer program.

TRENDS AND OBSERVATIONS

- The volunteer program continues to grow year after year. In FY08 the volunteer program had an annual 24.4% increase in return of Investment.
- The results from the volunteer orientation are down a very small amount and this might be the start of a new trend based on volunteer comments. The number of volunteers which request purpose-driven activities are increasing. Although most entities will be impacted by the increase in retirees, the number of people who have contacted the City of Carlsbad and become volunteers is 41%. This placement percentage is higher than the national average of only 20%.

ACTION PLANS

- Staff will continue to ensure the prompt responses that lead to engagement. Staff will also research and gather data on how well staff volunteer requests are met.
- Staff will compare the City's Return On Investment to that of other volunteer programs.
- The Special Volunteer Action Team will continue to identify the valuable skills that a volunteer could apply to make the volunteer experience more meaningful for both the volunteer and the City.



Top Quality Service **Internal Services**

FACILITIES

Benchmark and Current Results

Service Delivery	Benchmark	2007	2008
Responses to Visual Assessments	90%	90%	93%

Customer Satisfaction	Benchmark	2007	2008
Customer Survey Responses - rated as "good or excellent"	90%	88%	83%
Work Order Response Time - Emergency	90%	94%	100%
Work Order Response Time - High Priority	90%	94%	97%
Work Order Response Time - Medium Priority	90%	96%	97%
Work Order Response Time - Low Priority	90%	95%	97%

Cost	Benchmark	FY07	FY08
Maintenance cost per square foot.	\$8.31 (2007) \$8.62 (2008)	\$7.38	\$7.47

- The service delivery measure reflects the ratings of community representatives, outside professionals, and City employees as to the overall quality of care a facility is receiving.
- The service delivery results continue to remain high, exceeding the benchmark.
- The internal survey result from 2008 showed a slight decrease to 83% from the prior years' 88% positive feedback. An analysis of internal survey comments indicates concerns with heating, ventilation and air conditioning (HVAC) and contracted janitorial services.

- All four sub categories of work order response times exceeded the 90% benchmark, with the emergency response category showing an increase of six percentage points over the prior year.
- The cost benchmark is based on a national mean as reported by the International Facilities Management Association.
- The calculation of the maintenance cost per square foot includes square footage for the Library Learning Center and the Senior Center which did not come on line until late in FY08 and early FY09, but nonetheless required extensive staff commitment prior to opening.

TRENDS AND OBSERVATIONS

- Overall costs are expected to increase in future years as the cost of raw materials, energy, water, and repair parts continue to rise. In austere economic times, it is projected that fewer new buildings will be brought on-line, which may result in greater use of existing facilities, which will put greater demands on both custodial and maintenance staff.

ACTION PLANS

- Address items noted from raters comments when prudent.
- Continue to monitor areas of concern noted in the internal survey responses.
- Work more closely with the Streets Department to address parking lot condition issues as possible.
- Continue to analyze which tasks can best be contracted out and which should remain the function of City staff.
- Seek out energy efficient solutions to building maintenance needs that can heat, light and cool the facilities more efficiently. Use incentive and rebate programs where available to install energy efficient systems.
- Continue program to conduct annual inspection of all City owned facilities.
- Improve outreach to facilities user groups to ensure effective communication and expectation levels, and ultimately address small problems before they become large, costly repair issues.
- Ensure all work items are entered into the Mainstar work order system.
- Increase the use of technology, such as laptops, to complete work order information in the field and improve customer service.
- Continue to verify compliance of contractors with the terms of maintenance and service agreements.



Top Quality Service Internal Services

FLEET

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Percent of Preventative Maintenance Work Orders completed within 24 hours	90%	58%	63%
Percent of units available for use	95%	97%	98%

Customer Satisfaction	Benchmark	FY07	FY08
Customer Survey Responses – rated as "good or excellent"	90%	88%	89%

Cost	Benchmark	FY07	FY08
Costs equal to or lower than National estimates for equivalent classes of vehicles	Varies	6 of 9 vehicle classes met the benchmark	6 of 9 vehicle classes met the benchmark

- The percent of preventative maintenance work orders completed within 24 hours was 63% in FY08 compared to 58% in FY07, an increase of 8%. At the beginning of FY08, Fleet technicians were informed of the 24 Hr PM Performance measure and emphasis was placed on meeting this goal. This emphasis coupled with closer oversight of time records is the most likely reason this measure showed a 5 percentage point improvement.

TRENDS AND OBSERVATIONS

- The City's Fleet Operations Division continued to face some challenges this year with respect to staffing levels, which has impacted everything from costs to customer service levels. Due to the long-term leave status of some staff, and

retirements of others, the Division has not been fully staffed for some time. The resulting loss of productivity and increase in costs due to outsourcing vehicles has an adverse impact on overall maintenance costs.

- A large increase in the price of fuel, and an accompanying increase in the price of petroleum-derived products resulted in higher costs for maintenance and repair parts.
- As the age of equipment increases, the maintenance costs also increase. In addition to staff having to repair older vehicles more frequently, higher cost parts (i.e., fuel and water pumps, transmissions, engines) are more likely to require replacement.

ACTION PLANS

- Transition from mileage/age criteria to life cycle costing models for vehicle replacement. Life cycle costing allows examination of the full cost of a purchase across its useful life rather than just choosing the option with the cheapest up front cost. The results can be used to assist in the decision-making process where there is a choice of options. This may mean a higher initial outlay but lead to reduced ongoing operational, maintenance and disposal costs and a net lower total ownership cost.
- Consider purchasing modern equipment and reducing the overall age of fire apparatus and heavy trucks. Life cycle costing models do not support keeping older or high mileage equipment in service.
- Continue working with the Fleet Management Committee to downsize vehicles whenever possible.
- Evaluate the vehicle classes used in cost survey to determine if the most appropriate classes are being used. Consider elimination of the police motorcycle cost benchmark due to lack of availability of appropriate comparison data.
- Evaluate staffing levels vs. vehicle equivalencies using national standards to determine whether additional maintenance staff should be requested.
- Continue to work with the Fleet customer base to be more collaborative in meeting customer needs, including reviewing the liaison program to improve effectiveness.
- Work on refining the survey base in the next year, with the desired outcome being a higher response rate, and more overall satisfaction ratings of "good" and "excellent."
- Work on using Internet survey for post-service follow-up with customers.
- Purchase and implement new Fleet Management software to better track costs and provide better information to customer base.



Top Quality Service **Internal Services**

HUMAN RESOURCES

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Employee Turnover	≤ 6.3%	4.8%	4.4%

Cost	Benchmark	FY07	FY08
Time off due to work injury	≤ 5.4 days	5.6 days	5.1 days

- The number of full-time employees who left the organization during the reporting period only includes resignations and terminations.
- In FY08 the number of retirements decreased to 14, which is the lowest it has been since FY04 when there were 13 retirements.
- City staff has been actively pursuing workers' compensation claim closure by attending workers' compensation hearings and depositions, delaying claims, utilizing surveillance, and maintaining high visibility on every claim. These efforts, in addition to return to work programs, have helped to minimize lost days of work.

TRENDS AND OBSERVATIONS

- For the City of Carlsbad the number of total retirements peaked at 31 in FY05 and FY06. The retirement spike during those years is attributed to an enhancement of the retirement benefit formulas granted to safety and miscellaneous employees and has tapered off as eligible employees have left the organization.

- Excluding the retirement data and comparing the City of Carlsbad's turnover rate to agencies of similar size, Carlsbad's turnover rate is nearly two percentage points less than the ICMA average. There were a total of 28 resignations and 3 non-probationary terminations during this period. The Administrative Services area had the largest number of resignations this reporting period with six (three in Information Technology and three in Finance.) In FY07 Administrative Services had only two resignations. In the three previous reporting periods Public Works had the most resignations. However, In FY08 Public Works had only five resignations, down from 11 the previous year. The Police Department had a total of five resignations, down from six the previous reporting period.
- Last year, the Fire Department employees had 15 claims that were responsible for 16% of the City's lost work days (53 days). This year there were 16 workers' compensation claims in the Fire Department. The total number of lost work days due to all of these claims was only 8 days (2% of the City's total lost work days). The Fire Department continues to promote an aggressive return to work program that has dramatically decreased their lost work days.
- For both Police and Fire, the number of lost work days is usually partially attributed to the provisions of Labor Code Section 4850, which entitles Safety personnel who are totally temporarily disabled and not at work, full salary up to one year. This "benefit" often works as a disincentive for employees to return to work. However, an emphasis on encouraging employees to return to work in a light duty capacity has helped counteract this disincentive.

ACTION PLANS

- Human Resources will continue to assist client departments in succession planning and forecasting. Exit interviews are provided for all employees that terminate their employment. The data will be analyzed and made available to the organization.
- City staff is actively pursuing workers' compensation claim closure. The Human Resources Department will continue to work with client departments to implement programs that reduce the number of days an employee is out of the workplace.



Top Quality Service Internal Services

INFORMATION TECHNOLOGY

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Percent of time users return to operational status within time frame			
Urgent: Resolved in 45 minutes or less	90%	79%	81%
High: Resolved in 90 minutes or less	90%	100%	99%
Percent of requests resolved in one on-site visit by IT staff	80%	74%	79%

Customer Satisfaction	Benchmark	FY07	FY08
% of employees reporting good or excellent service	90%	survey conducted bi-annually	81%

Cost	Benchmark	FY07	FY08
IT Expenditures as a Percent of Revenue	5.6%	3.47%	3.93%

- The data collected for the service delivery measure tracks the elapsed time from when the service call was opened until the time the service call was resolved and the user returned to full operational status.
- The Information Technology customer satisfaction survey was expanded in FY 08 to include Safety Services Information Technology and the Geographic Information Services (GIS) departments. Even with the inclusion of these two departments, the combined customer satisfaction with City technology services was quite high - with 81% of all staff rating satisfaction levels as satisfied or very satisfied.

- The customer confidence measure - the percent of requests resolved in one on-site visit by IT staff, by a very small margin, was not achieved this year. The decrease in results was anticipated since the type of technology requests continue to be more complicated. This is a trend that looks to be continuing for the short term.
- According to the Info-Tech Research Group's 2007-2008 IT Budget & Staffing report, Government entities spend 5.6% of the revenue, or total budget, on IT. Government ranks in the middle of industry sectors in terms of IT spending as a percentage of revenue. The top spending groups within Government are Federal and State governments (8.1% and 8.2% respectively), which have significant infrastructures to maintain, which are interfaced by millions of citizens including social programs, tax collection, records administration, military operations, and other IT-intensive elements of government.

TRENDS AND OBSERVATIONS

- The Information Technology Department continues to deliver accurate and timely data and services to City Staff. These resources help support City Staff in their mission to provide efficient and effective City services to Carlsbad residents and businesses.
- The City's technology network is stable and functioning at a high level. The "up time" percentages are very good with resolution for high priority tickets resolved within the goal timeframe.
- The City of Carlsbad IT spend as a Percent of Revenue is about half of that of the fastest growing government entities, with these organizations reporting 7.9% of revenues going to IT as they fuel their growth with upfront IT investment. The City is also below the medium and low growth Government organizations.

ACTION PLANS

- Provide leadership in long-range planning, implementation, and maintenance of information technology for the City of Carlsbad.
- Research and develop a better and more effective communication process, informing customers about plans, projects and achievements related to the City's Technology Road Map and Department projects as a whole.
- Further refine operational effectiveness to ensure efficacy in the technical and fiscal management of the Department's operations, resources, technology projects and contracts. Continue to leverage state contracts for prudent purchasing opportunities.
- In 2008 the City implemented a new contract with a Help Desk Services vendor - improving and expanding the customer service levels. The City of Carlsbad's Help Desk is an integral part of the Information Technology service function provided to City staff. It is the help desk that is responsible for bringing multiple resources together to address an employee's technology issue or request.



Safe Community

BUILDING INSPECTIONS

Benchmark and Current Results

Service Delivery	Benchmark	FY 07	FY 08
Next Day Inspections	95%	98%	98%
Average Inspections per Day per Person	20 to 22	19	18
% of Inspections Requiring Corrections	10% to 20%	15%	13%

Customer Satisfaction	Benchmark	FY07	FY08
Customer survey responses of "good" or "excellent"	90%	N/A	99%

Cost	FY 04	FY 05	FY 06	FY 07	FY 08
Cost per Approved or Partial Approval Inspection	\$54.37	\$44.92	\$51.14	\$78.40	\$82.68

- Inspectors were able to make 98% of all service requests the next working day. Work scheduling and coordination of next day inspections by clerical, inspectors and supervisory staff is a priority and determined in daily department staff meetings.
- The overall reduction in the number of inspections requiring corrections can be attributed to the effectiveness of inspector's conveying code requirements to contractors and homeowners. When an inspector can anticipate potential problems with the progress of a project and communicate this to applicants, costly rework, and missed or failed inspections can be avoided. Inspectors are encouraged to be proactive with assisting both homeowners and superintendents in identifying problem areas early on in construction.

- The current customer satisfaction survey program has been very effective and has received an excellent response from the public with over 70 surveys returned. A database of all responses is maintained and the building manager performs a follow up call to allow the customer to expand on their experience with department staff, plan reviews, counter contacts and the inspection process.
- The percentage of approved inspections compared to the overall inspection count is consistent with benchmark levels previously established. The 5.4% increase in the cost per approved inspections is a result of the ratio between the reduced number of called inspections and the cost to provide the service.

TRENDS AND OBSERVATIONS

- Overall building code compliance is difficult to observe directly except with proxy indicators. When service delivery and customer satisfaction levels are observed in sum and the ratios are within acceptable industry standards, it's reasonable to conclude that the department is meeting the goal of insuring Carlsbad's built community is safe and customer service is at a premium level.
- While the cost per approved or partial approved inspection increased, the overall department expenditures decreased 3.8% as a result of reduced staffing costs resulting from not filling an existing position and a temporary unpaid employee leave cost savings. The decrease is also attributable to a reduction in the cost of contract plan review services.
- Staffing levels are currently adequate to insure professional inspection services for the community. With declining housing starts and the slowing of the overall economy, infill projects and an increase in home remodeling versus new construction is expected. This type of construction inspection can be more time consuming and require inspectors to spend additional effort to educate and mentor homeowners. The expiration of limited term contracts and /or staff retirements may reduce staffing to a level consistent with reduced construction activity.
- A continuing program of cross training within the department will enable a more flexible approach to future staffing allocation.

ACTION PLANS

- Staff will continue to monitor indices monthly and watch for increasing workload combined with lowered detected corrections.
- Evaluate industry benchmarks by contacting other jurisdictions and perform a review of their expenditures and service levels.
- Continue an active and consistent program of sending out customer service portfolios to permit applicants at the time of permit issuance. A self-addressed, postage-paid survey will be included in every portfolio. This will assist in ensuring higher numbers of surveys returned next fiscal year. Customer service training of field inspectors will be provided to assure they continue to focus on positive customer contacts at every inspection.



Safe Community

FIRE

Benchmark and Current Results

Service Delivery	Benchmark	FY 07	FY 08
All Emergency Responses 1 st Unit on Scene in 8 minutes	90%	86%	85%
Fire Prevention Plan Review	90%	95%	94%
EMS Response Only	FY 06	FY 07	FY 08
1 st Unit on Scene in \leq 5 Mins.	51%	49%	47%
Average Response Time 1 st Unit on Scene	5.22 mins.	5.26 mins.	5.15 mins.
2 nd Unit on Scene in \leq 8 Mins.	59%	65%	63%
Average Response Time 2nd Unit on Scene	8.01 mins.	7.80 mins.	7.05 mins.

Customer Satisfaction	Benchmark	FY 07	FY 08
<i>Citywide Public Opinion Survey</i>			
Fire Protection & Prevention	90%	94%	94%
Emergency Medical Services	90%	92%	91%
<i>Patient Customer Survey</i>			
911 Dispatch	95%	99%	98%
Response Time	95%	98%	99%
Competence	95%	99%	96%
Courtesy	95%	99%	99%
Transportation	95%	98%	99%

Cost	FY 04	FY 05	FY 06	FY 07	FY 08
Per Capita	\$108	\$119	\$122	\$128	\$142

- In FY 08, the Carlsbad Fire Department responded to a total 9,503 calls for emergency services, of which 6,317 were for Emergency Medical Services.
- The Fire Prevention Division has a responsibility to review new building development and remodel plans for fire code compliance with a processing time of ten (10) working days.
- The cost measure is based upon the Fire Department's net operating cost.

TRENDS AND OBSERVATIONS

- The Carlsbad Fire Department utilizes two separate surveys to evaluate customer satisfaction. One tool is the Public Opinion Survey that showed Fire Protection and Prevention Services being rated as somewhat satisfied to very satisfied by over 94% of the respondents with Emergency Medical and Paramedic Services being rated as somewhat satisfied to very satisfied by over 91% of the respondents. The second survey tool is a customer satisfaction survey which targets patients transported by the Carlsbad Fire Department. That survey showed an overall 98% customer satisfaction.
- The total number of emergency response incidents in FY 08 was 9,503, which represents a 21% increase from FY 07, while the total number of Emergency Medical Service (EMS) responses in FY 08 was 5,838, which represents a 23% increase in EMS call volume from FY 07.

A change in service delivery model in FY 08 was the addition of Oceanside Fire Department in the Boundary Drop. The intent of the Boundary Drop is to provide the closest available and appropriate personnel and equipment to the emergency response. This change in service delivery accounts for the increase in call volume.

- Five years ago, the Fire Department began using a benchmark for overall responses of the first fire apparatus arriving on scene within eight minutes 90% of the time. In the first three years, there had been a gradual improvement in overall response time. However, over the last two (2) years, there has been a slight increase in response times. In spite of a 21% increase in overall call volume, there was only a 1% increase in overall response time.
- In FY 08, the first apparatus arrived on-scene within five minutes or less 47% of the time and the second apparatus arrived on-scene in eight minutes or less 63% of the time. Response times remain relatively consistent over the last three years with a slight increase in overall response time. During the last year, there was a 23% increase in EMS calls with only a 2% increase in response time.
- The 11% increase in per capita cost over previous years is attributed to capital improvement costs associated with infrastructure improvement and

replacement, increase in labor contract costs, the addition of one sworn position and the cost of the 2007 state-wide firestorms.

- In the area of response times for EMS and all emergency responses, the Carlsbad Fire Department approximates national response times as reported by ICMA.

ACTION PLANS

- The Boundary Drop with Oceanside has been established and, along with the Boundary Drop with Encinitas and Vista, is planned to continue. One year of data exists. Over the past year, the replacement station alerting system has been completed and the Mobile Data Computers have been fully integrated. For the first time in approximately six years, the Carlsbad Fire Department projects no significant changes in the service delivery model in FY 09.
- The Carlsbad Fire Department will continue to review the Boundary Drop service delivery model. The utilization of the Boundary Drop is being reviewed to create additional efficiencies in regard to training opportunities and overhead support that maximize the availability of resources for emergency responses.
- In FY 09, the department anticipates conducting a Standards of Coverage study. The results of this study will be utilized to evaluate service delivery models which will maximize resource utilization while reducing response times. In addition, the study will evaluate Fire Prevention services in order to ensure compliance with existing fire code implementation.



Safe Community

POLICE

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Citizens Sense of Safety-Day Citizens Sense of Safety-Night	64% 34%	86% 51%	N/A
Crime Rate – Violent Crime Crime Rate – Property Crime	Lowest third Lowest third	Yes No	Yes Yes
Clearances – Violent Crime Clearances – Property Crime	Top third Top third	No Yes	No No
Average Response Time Priority 1 Priority 2 Priority 3	6.0 mins. 15.0 mins. 30.0 mins.	6.2 mins. 13.1 mins. 29.0 mins.	5.9 mins. 12.2 mins. 24.5 mins.
Response Time Distribution Priority 1 Priority 2 Priority 3	90%<6 mins. 90%<15 mins. 90%<30 mins.	58% 74% 74%	62% 76% 77%

Customer Satisfaction	Benchmark	FY07	FY08
Citywide Survey Crime Victim Survey	80% 90%	91% 89%	91% <i>Pending</i>
Sustained Complaints	0	0	0

Cost	Benchmark	FY07	FY08
Cost per Capita	\$281 (2007) \$296 (2008)	\$232	\$257

- The questions regarding citizens' sense of safety were not included in this year's public opinion survey because of the consistent results reported in previous years.
- Generally, a case is considered "cleared" when at least one person is arrested, charged, and turned over to court for prosecution.
- Response time is measured from initial call to first officer on scene. Priority 1 calls are generally violent crimes in progress, some non-violent crimes in progress, armed robbery alarms, injury or no-detail traffic collisions, and burglaries in progress. Priority 2 calls include non-violent crimes in progress such as petty theft and burglary alarms. Priority 3 calls include "cold" reports - reports being taken after the crime has occurred.
- The benchmark for the cost per capita is the average for all law enforcement agencies in San Diego County.

TRENDS AND OBSERVATIONS

- Since the cost measurement began in 2001, Carlsbad has maintained a cost per capita for police service at or below the county average and no significant changes are projected. Overall citizen satisfaction with the police department continues to be high. Crime victims have been surveyed for over 18 years and continue to report a high level of overall satisfaction. Carlsbad's rating of 91% good or excellent compares favorably to the International City/County Management Association (ICMA) average of 76%. The average crime victim customer service rating came close to the 90% benchmark with an average of 89%.
- With a goal of zero sustained complaints, the department has recorded between zero and two in each year since 2002. The variance in these small numbers is likely to continue in the future. Carlsbad residents continue to enjoy a fairly low crime rate compared to the rest of the county; however, as the economy changes, increases in the crime rate are expected.
- The clearance rates vary significantly from year to year; improvements can be made in the clearances of both violent and property crimes. Based on previous years' results, residents continue to report a very high level of community safety. Response times for all three priorities have improved, due to both improved dispatch times and some improved travel times.

ACTION PLANS

- Process improvements will continue in an effort to achieve high clearance rates.
- The crime rate will continue to be monitored on a monthly basis watching particularly for indications of an upward trend.



Learning Culture & Arts

THE ARTS OFFICE

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Projected attendance vs. actual attendance	90%	N/A	113%

Customer Satisfaction	Benchmark	2007	2008
Cannon Art Gallery Visitor Ratings of good or excellent	90%	95%	98%
Three-Part-Art Education Program Participant Ratings of good or excellent	90%	93%	95%

Cost	FY05	FY06	FY07	FY08
Expenditures per Capita	\$8.21	\$9.25	\$9.67	\$9.73
Net Operating Cost Per Capita	N/A	N/A	\$8.30	\$8.80

- The projected attendance in FY08 for performances and outreach programs was 39,130 and the actual attendance was 44,350, or 113% of projected attendance, which exceeded the benchmark.

TRENDS AND OBSERVATIONS

- Comparing projected attendance figures to actual attendance figures lets the Arts Office gauge whether it is successful in reaching intended audiences for its specific programs. In addition, the figures are a important quantifiable element used during the yearly budgeting and programming process to help determine whether a program should be continued or not.

- Customer satisfaction with the Cannon Art Gallery is gathered through a variety of user surveys. Visitors coming to the Gallery exhibitions and teachers participating in the Three-Part-Art program are highly satisfied at the present time, with a service rating well above the benchmark.
- Both the expenditures per capita and the net operating cost per capita showed a very small increase between FY07 and FY08 – evidence that the Arts Office is succeeding at keeping its operating costs stable.

ACTION PLANS

- A new performance measurement in the Customer Satisfaction category is being developed to determine the percentage of visitors that returned to the Cannon Art Gallery within one year.
- Audience satisfaction surveys will be conducted at performing arts programs in the Schulman Auditorium similar to those currently being done for the exhibition program at the Cannon Art Gallery.
- Surveys of visitors to the Cannon Art Gallery and of teachers participating in the Three-Part-Art program will be expanded to capture data regarding “repeat users” – an important statistic to help measure the success of both programs.
- Expanded efforts will be made to capture data on visitors who currently go to the Carlsbad City Library but do not visit the Cannon Art Gallery – because they do not know it even exists. The data will then be evaluated so that strategies can be developed to reach this prospective audience.
- The Arts Office will continue to offer programs in a cost effective manner, aiming to keep its net operating costs per capita at its current level. One strategy to try to develop ongoing, high quality public programs in a cost-effective manner will be to forge new strategic partnerships with organizations such as the Museum of Making Music and the Playwrights Project.
- Research will continue in an attempt to find other city-administered arts programs in the state (Walnut Creek, Irvine, Palo Alto) to gather financial data and attendance figures for comparative purposes.



Learning Culture & Arts

LIBRARY

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Ranking among similar-sized California libraries based on 12 categories	Top Third	Yes	Yes

Customer Satisfaction	Benchmark	FY07	FY08
% of customers that report satisfied or very satisfied	90%	96%	97%

Cost	FY06	FY07	FY08
Operating Cost Per Capita	\$88.20	\$95.82	\$90.32
Value of Volunteer Hours	10,000 hours \$202,900	16,000 hours \$355,000	17,954 hours \$401,811
Circulation Services Operating Costs Per Transaction	\$.41	\$.48	\$.52

- The Library has maintained its top ranking in the state for the last five years in the 70,000 to 100,000 population comparison. This is the first year the Library will be compared against different libraries as Carlsbad now falls into the 100,000 – 150,000 population category. Within the top third ranking, Carlsbad placed third after the Berkeley Library (#1) and Pasadena Library (#2). Even though the Carlsbad Library ranked third among this new population group, it is worth noting that it is being compared against libraries of significantly larger populations.

- Citizens continue to rate satisfaction with Library services above the benchmark. The consistency and level of the rating has been over 95% for the past seven years.
- The FY06 circulation cost numbers do not include any benefits from the Radio Frequency Identification (RFID) technology. FY's 07 and 08 include partial benefits from RFID implementation to-date.
- The FY08 operating cost per capita is significantly less than FY07, reflecting a revised budgeting methodology. The reduction is based on a smaller increase in budget spending and an increase in the population served. This reduction in cost is primarily from the implementation of technology (RFID) that occurred in FY07, and the associated reduction in part-time staff.

TRENDS AND OBSERVATIONS

- Within the state ranking, the results from each of the 12 service categories have changed based on the change in the City's population. This difference needs to be evaluated for relevance, and to check-in operationally with how larger systems deliver service. One item that stands out is how information is delivered. For example, libraries in urban settings may make a greater investment in electronic delivery than print materials in order to maximize resources and availability to a larger community.

ACTION PLANS

- One item that is changing is the review of circulation services. The Library will adjust this measure to calculate the cost of all circulation transactions whether performed by clerks or at self-checks. This will allow the Library to track the expected decrease in total staff costs for providing check-out services as a result of implementing RFID completely.
- The Library desires to meet anticipated increases in demand for library services with the same or greater levels of efficiency and library user satisfaction.
- Implement cost efficiencies to meet increasing demand. In lieu of offering additional services to customers, the Library may need to focus resources on supporting and maintaining those services in high demand while diminishing or eliminating lesser-used services.



Learning Culture & Arts

RECREATION & PARK PLANNING

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
<i>Adult Sports:</i> Participants rating on the level of sportsmanship: Very Good or Excellent	90%	87%	88%
<i>Youth Sports:</i> Participant rating on the level of sportsmanship: Very Good or Excellent	90%	95%	96%
<i>Adult Sports:</i> # of Technicals/Ejections/ Suspensions	At or below previous year	6/10/9 (25)	7/4/3 (14)
<i>Youth Sports:</i> # of Technicals/Ejections/ Suspensions	At or below previous year	0/0/0 (0)	2/0/0 (2)
<i>Programs, Classes, & Events:</i> Participant rating on the level of sportsmanship	90%	93.5%	95.7%

Customer Satisfaction	Benchmark	FY07	FY08
Customer Service: City Survey Rating of Very & Somewhat Satisfied	90%	89%	90%
Customer Service: Participant Surveys Rating of Very Good or Excellent	90%	89%	N/A

Cost	FY04	FY05	FY06	FY07	FY08
Operating Cost Per Capita	\$55.34	\$58.51	\$59.53	\$63.10	\$63.81
Net Operating Cost Per Capita	\$35.63	\$37.66	\$37.81	\$40.02	\$39.15

TRENDS AND OBSERVATIONS

- Sportsmanship in the adult leagues is gradually improving but is still below the benchmark of 90%. Youth Sports has continued to be above the benchmark since 2003. Programs, Classes, and Event participants are receiving education regarding the importance of Sportsmanship. This new category has exceeded the benchmark as anticipated since the department as a whole considers the T.R.U.S.T program an essential part of how they benefit the community.
- The customer satisfaction rating appears to be stable. It fluctuates a little bit around the benchmark. The City Survey result shows a small increase in ratings while the new participant surveys have changed their questions and will not be returning a result this year. Next year the department will report on the results from four participant customer service questions that reflect our mission, vision, and values.
- The benefit from the cost measure is in the evaluation of historical trends. The gradual increase in cost is following a pattern that was anticipated. The timing of the addition of new parks and amenities has created variance in the operating costs per capita. In general the cost measure fluctuates due to changes in demographics and the CPI.

ACTION PLANS

- All Recreation Department service delivery areas will continue to look for opportunities to reinforce the message of sportsmanship. The sportsmanship trainings to the community will continue to increase as long as the local organizations request the additional training.
- The customer service measure will continue to be a focus. As an example, the All-Hands Staff Training Meetings have been focusing on educating staff on our programs, services, events, CIP projects, trails, and customer service. On-going staff training will continue to be a priority since the department has a large number of part time seasonal staff.
- The Recreation Department will continue to look for alternative funding opportunities and more cost effective programming.



Parks, Trails & Open Spaces

PARKS

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Visual Assessment	90%	98%	95%

Customer Satisfaction	Benchmark	FY07	FY08
Citizen Survey Ratings Somewhat Satisfied to Very Satisfied	90%	95%	94%

Cost	2004	2005	2006	2007	2008
Operating Cost per Acre	\$10,774	\$11,591	12,714	\$13,559	\$14,894

- The Service Delivery measure - as recorded through the Maintenance Assessment Program (MAP) - reflects the ratings of community representatives, outside professionals, and City employees as to the overall quality of care a park is receiving. Areas of focus include irrigation, natural and synthetic turf, tot lots, parking lots, park furnishings, and sports courts. The overall rating of 95% was well above the benchmark of 90%.
- The customer satisfaction benchmark was more than met, with 94% of the customer responses received being Very Satisfied or Somewhat Satisfied.
- The Cost results have been recalculated to exclude personnel costs for 1 full time and 2 part-time employees assigned to roadside duties, which are not related to the maintenance of parks.
- The cost per acre for parks maintenance has trended upward over the past four years. This increase in costs reflects the increase in amenities, such as playground equipment, shade structures, restrooms and lighting, that are offered at some of the new parks. In addition, higher usage at these parks increases the resources required to maintain the renovated parks. In addition to adding new park sites with increased amenities, the cost of maintenance materials including water, fertilizer, and petroleum-derived items (steel, plastic,

fertilizer, etc.) have seen substantial cost increases over the past few years. These increases exceed the percentage of increase in the operating budget, and result in more expense for the same, or in some cases, less materials.

TRENDS AND OBSERVATIONS

- Carlsbad is continuing to deliver a high level of service, while keeping pace with the increasing population, and the demand of citizens for access to open space.
- The parks system continued to exceed the 90% benchmark in customer satisfaction responses of Very Satisfied or Somewhat Satisfied for the eighth straight year on the public opinion survey.
- As a result of the statewide drought conditions, mandatory water rationing may be imposed. In addition, water rates will likely increase significantly over the next several years. These factors will consequently impact the appearance/condition of the parks' landscaping, and the department's operating budget.

ACTION PLANS

- Complete the key Parks Maintenance Capital Outlay projects to maintain or improve customer satisfaction levels. Projects that are being finalized in plan/bid process, or are under construction include: restroom remodels at Stagecoach and La Costa Canyon Parks and gazebo guardrail replacement at Holiday Park.
- Review the survey results and utilize the customer's feedback to explore possibilities for improvement. Additionally, review assessment results and utilize the customer's feedback to explore possibilities for improvement.
- Continue to utilize the Hansen work order and database system for staff allocations, and equipment/materials distribution as needed to accomplish the designated objectives.
- Continue to examine, measure, and adjust accordingly, the ratio of maintenance work between city staff and contractual staff.
- Continue to refine methods in order to perform maintenance and refurbishment work efficiently.
- Continue to work to ensure conservation of funds and resources in austere budget times, including the following: applying for additional grants for qualifying waste compactors/recycling containers; pursuing additional rebates for water conservation retrofits of selective irrigation devices and sport court cleaning equipment; and utilizing energy efficient lighting systems in parks capital outlay/improvement projects, such as tennis court and parking lot retrofits or additions.

- Manage water usage within park sites wisely and effectively, in regard to the ongoing statewide drought conditions.



Parks, Trails & Open Spaces

TRAILS

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
New Mileage per year	≥ 4 miles	3.8 miles	3.3 miles

Customer Satisfaction	Benchmark	FY07	FY08
% of customers satisfied with the City Providing Trails & Walking Paths	90%	87%	88%

Cost	Benchmark	FY07	FY08
Trail Maintenance Cost Per Mile	\$2,680 - \$6,090	\$4,729	\$5,133

- Carlsbad is continuing to expand it's trails program to keep up with the ever increasing population and the demand by citizens for access to open space and trails.
- The Coastal Rail Trail is not included in the benchmark results due to the unique nature of this trail.
- Benchmark range for trail maintenance costs is based upon research from cities such as Poway and San Marcos, and adjusted each year by the greater of the Block Budget Growth %, or the San Diego Consumer Price Index % (e.g., 5% Block Budget Growth from FY07 to FY08).

TRENDS AND OBSERVATIONS

- The mileage added into the trails system is just below the benchmark of opening up trails to the public. In 2008, the lower trail mileage can be attributed to the impact of the economy and private development. In the past five years, private development has contributed to much of the new trail mileage coming into the system. It is anticipated that if residential and commercial development picks up in the future, that trail development will

also increase and contribute more towards meeting the new trail mileage benchmark.

- Trail Maintenance Costs – Costs per mile are still within the benchmark.
- Popularity of the trails system is demonstrated through the continued high attendance of the TrailBlast trail walking program.
- The City's trail volunteer program continues to grow in both the number of volunteers as well as the number of projects completed by volunteers. It is anticipated that this trend will continue in 2009. The volunteers help to keep the trail maintenance costs within the benchmark.
- Carlsbad residents continue to view open space and trails as an important quality of life issue. Based on the first survey results, additional trails and walking paths are desired.

ACTION PLANS

- Continue to require public trail easements and the construction of trails as part of ongoing private development for trails identified in the Citywide Trails Master Plan that fall within private development areas.
- Continue to process Acceptance Agreements for Irrevocable Offers of Dedication for Citywide public trail easements that were previously rejected as part of private development.
- Continue the planning, development and construction of those trails that have been identified in the Trails Master Plan that will occur on public lands (Example: Lake Calavera). It is anticipated that with approval by the resource agencies of the Lake Calavera Trails Master Plan in 2009, that the City will once again have the opportunity to meet the Service Delivery benchmark of providing four miles of new trail annually. However it should be noted that the trails in the Lake Calavera area will be improved by volunteers and through the funds provided in the CIP budget. The development of trails in the Lake Calavera area can compensate for the downturn in privately built trails that can be expected to continue until residential and commercial development picks up.



Environmental Management

SEWER

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
No. of overflows per 100 miles of sewer main	0	4.90	2.46

Customer Satisfaction	Benchmark	FY07	FY08
Citywide Survey	90%	88%	92%

Cost	Benchmark	FY07	FY08
Cost per million gallons (mg) of sewage	\$1,580 (2007) \$1,960 (2008)	\$2,167	\$2,201

- Sewer service citywide is provided by three separate agencies; the City of Carlsbad, the Leucadia Wastewater District and the Vallecitos Water District.
- The number of sewage overflows per 100 miles of sewer mains decreased over last year and is below the American Water Works Association (AWWA) median average.
- Pursuant to the State-mandated requirements to achieve a goal of zero spills (i.e., "Waste Discharge Requirement for Sanitary Sewer Systems" (WDR)), the benchmark for the number of overflows per 100 miles of sewer main has been established at zero.
- Customer satisfaction exceeded the benchmark and improved over the previous year.
- The cost benchmark is based on the results of a survey conducted by the AWWA. \$1,960 per mg is the median score for all agencies surveyed within the 50,001 to 100,000 customer base category.

TRENDS AND OBSERVATIONS

- The decrease in sewage overflows is indicative of an enhanced sewer line cleaning and inspection program that was implemented in FY08. In addition, 6 potential overflows were prevented by the SmartCover™ technology during FY08.

ACTION PLANS

- Pursuant to the WDR requirement to achieve a goal of zero spills, staff will continue its maintenance schedule for preventive maintenance sewer line inspection and monitoring work to proactively eliminate the number of overflows. Staff will also use the new video inspection van to assist in conducting the work.
- As a part of the WDR, staff will be working with inspection staff to improve inspection standards for new sewer construction.
- Staff has initiated a program to conduct point repairs of troublesome sewer lines where roots have intruded through joints. In addition, easement areas which have been prone to a high incidence of roots are being monitored and the manholes being kept free of roots.
- Staff will assess and evaluate the benefits of installing and monitoring the radio-wave based system (SmartCover™) at additional critical maintenance hole locations to remotely monitor these sites.
- Staff will review performance data and will compare current staff/equipment resources to when the department becomes fully staffed and all equipment is available.
- Carlsbad recently invested in upgrades to the flow monitoring system and implemented the Intelliserve system. Intelliserve is a hosted website that has the capability to provide real time data as well as the ability to send out alarms when flows in the interceptors either exceed or fall below regular flow levels indicating a potential problem.
- Staff will develop and employ a third sewer line cleaning crew in order to ensure compliance with WDR requirements.
- Complete a Cost of Services and Rate Design Study to determine if costs associated with operating and maintaining the City's wastewater system are appropriate and reasonable.
- Costs will be kept at prudent levels by continuing a proactive approach to planned maintenance. This will allow the city to continue to provide top quality service of the sewer system.



Environmental Management

SOLID WASTE

Benchmark and Current Results

Service Delivery	Benchmark	2007	2008
Annual Diversion Rate	50%	Pending	Pending

Customer Satisfaction	Benchmark	FY07	FY08
Citywide Survey	90% Trash	89%	n/a
	90% Recycling	80%	n/a
	90% Household	71%	n/a
	Hazardous Waste (HHW)		n/a

Cost	Benchmark	FY07	FY08
Residential and Commercial Rates	Commercial: Lowest Third	Yes	Yes
	Residential: Lowest Third	Yes	Yes

- It is anticipated the data for the 2007 annual diversion rate of solid waste from disposal will be available in Spring 2009 and the results will be in compliance with state law (AB 939), as reported annually to the California Integrated Waste Management Board.
- The 2008 annual City survey did not include solid waste services. Last year the customer satisfaction results did not meet the benchmark in all customer service categories.
- Contracted Solid Waste service rates for residential and commercial customers are adjusted to exclude franchise and other City fees.

- Carlsbad's residential and commercial solid waste rates continue to be the lowest in San Diego County.

TRENDS AND OBSERVATIONS

- Customer satisfaction with solid waste services remained constant in the 2003 - 2007 City surveys. Staff does not anticipate any increases in the level of satisfaction without new or additional services being offered.
- Residents enjoy numerous varieties of HHW disposal options, such as Door to Door service, Drop-Off service and an annual collection event.
- Calls and e-mails from Carlsbad residents indicate a desire for single stream recycling and automated collection. Staff continues to monitor this through the Request for Action software.
- Carlsbad would most likely continue to be in the lowest one-third with a new single stream, automated solid waste program.
- Senate Bill 1016, Disposal Measurement System Act of 2008, effective January 1, 2009, maintains the 50% diversion rate requirement. Compliance will be based on a per capita diversion calculation rather than the sales tax deflator used in previous years. It is unknown how this new calculation will impact the diversion rate.

ACTION PLANS

- Staff will begin a comprehensive review of the solid waste program and develop a long term master plan that addresses not only services, but also disposal options.
- Staff will monitor and report progress in reducing solid waste and diverting construction and demolition waste material based on the new SB 1016 requirements.



Environmental Management

STORM WATER

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Notice of Violation received from Regional Water Quality Control Board	0	4	0
Temporary beach postings due to urban runoff	0	0	0
% re-sampling within one business day of receipt of lab results	100%	N/A	100%
Maintenance			
% High priority inlets cleaned	90%	100%	100%
% Non-high priority inlets inspected	90%	100%	100%
% of poor rated inlets cleaned	90%	100%	100%

Customer Satisfaction	Benchmark	FY07	FY08
% of high priority reports of dumping to storm drain dispatched within 30 minutes	90%	98%	100%
% of Carlsbad residents reporting that they have seen or heard messages on water pollution prevention	75%	61%	59%

Cost	FY08
Cost per capita for Engineering - Storm Program	\$3.65
Cost per capita for Storm Water Protection program	\$12.00
Cost per capita for Existing Development - Maintenance	\$7.93
Total cost per capita for Storm Water Protection Citywide	\$23.58

- The City strives to implement programs to reduce pollution in urban runoff including programs to regulate public and private land development during each of the three major phases of urban development, ie., the planning, construction and existing development (or use) phases.
- This is the second year of a measure that looks at Notices of Violation received from the Regional Board. The City's goal is to have zero violations and the results could be considered an indication of overall compliance with the program.

- Beach postings continue to show positive numbers, with no postings due to urban run-off.
- The re-sampling measure is based on a requirement in the City's Municipal Storm Water Permit which requires that follow-up investigations be performed within one business day of receiving exceedance results from the laboratory.
- The City has met all benchmarks for storm drain (inlets) cleaning and inspection.
- The percentage of citizens reporting that they have seen or heard about ways to prevent water pollution has decreased over FY07 numbers. The decrease is not thought to be statistically significant. The reasons for this decrease are unclear, but staff will continue to focus outreach efforts on communities and pollutants of concern, in an effort to reduce storm water pollution.
- New cost measures, which consider the City's cost to provide storm water pollution compliance in the planning, construction and existing-development phases, have been introduced this year. These measures are thought to provide a more holistic approach than the prior cost measures, which only looked at existing-development costs. In future years, costs will be compared against prior years to establish a trend line.

TRENDS AND OBSERVATIONS

- There continues to be an increase in the number of reported high priority cases of washing or dumping to the storm drain. The number of high priority cases (31) is slightly higher than last FY (26), and more than double that of two years ago (13).

ACTION PLANS

- Develop and or refine measures to reflect outcomes of citywide activities relating to the three major phases of the permit, development planning, construction and existing development (or use).
- Continue to focus on regional and jurisdictional storm water education programs to affect increased awareness of and changes in citizen behavior toward storm water pollution.
- Continue to implement and assess the RFA and complaint response procedures. Modify the response measure to include time dispatched to the time inspector arrives on scene at an incident to 45 minutes or less.

- Continue to implement new and revised programs to ensure compliance with the new permit and the 2008 Jurisdictional Urban Run-off Management Program (JURMP) document, including training City staff and emphasizing the importance of compliance with the Municipal Storm Water Permit.
- Develop a streamlined reporting process for the City's Annual JURMP Report, which could include quarterly updates.
- Monitor budgets and expenditures to ensure that Carlsbad is receiving the most cost-effective services possible with respect to storm water pollution prevention, and continue to refine cost measure to ensure that accurate costs are being gathered.



Water

POTABLE WATER

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Total leaks and breaks per 100 miles of water pipe in the system.	<32.7	Not reported	30.4
% of all water samples testing bacteria-free	98%	100%	99.8%

Customer Satisfaction	Benchmark	FY07	FY08
Citywide Survey	90%	91%	91%

Cost	Benchmark	FY07	FY08
Cost per acre-foot of water	\$811 (2007) \$853 (2008)	\$936	\$1,062
% of unaccounted for water	<6%	3%	4%

- Water service citywide is provided by three separate water agencies; the Carlsbad Municipal Water District (CMWD), the Olivenhain Municipal Water District and the Vallecitos Water District. The CMWD service area covers approximately 85% of the city and generally covers the area north of La Costa Avenue.
- The ratio of leaks/breaks indicator measures the water distribution system integrity.
- The ratio of water line leaks and breaks per 100 miles of pipelines in the system is slightly below the Amercian Water Works Association (AWWA) median average.
- The cost per acre foot of water includes potable water purchases from the San Diego County Water Authority.

TRENDS AND OBSERVATIONS

- Potable (i.e., drinking) bacteriological water quality continued to exceed State health requirements.
- In previous years, the percentage of unaccounted for water was 5 - 6%. The percentage of unaccounted for the last two years remains lower than in previous years and continues to meet the benchmark.

ACTION PLANS

- To ensure a high level of water quality and safety, staff will continue weekly water sampling and testing in accordance with provisions of California Department of Public Health.
- Significant water system failure trends or findings will be reported to the Engineering Division for analysis and recommendation.
- Staff will continue to monitor the radio-read automated meter reading (AMR) pilot program that was initiated in FY08, as well as develop a cost-benefit analysis in FY09 to determine the feasibility of employing a water system-wide AMR program.
- If AMR is not implemented in FY09, staff will re-institute the normal meter replacement program based on the standards developed in the Maintenance Assessment Program.
- Complete a Cost of Services and Rate Design Study to determine if costs associated with operating and maintaining the CMWD's potable water system are appropriate.



Water

RECYCLED WATER

Benchmark and Current Results

Measure/Measurement			
Service Delivery	Benchmark	FY07	FY08
Total leaks and breaks per 100 miles of pipe in the system.	32.7	<i>Not reported</i>	0.0

Cost	Benchmark	FY07	FY08
Cost per acre-foot (af) of water produced	\$836 (2007) \$877 (2008)	\$779	\$874
% of unused recycled water	≤6%	5%	7%

- The District's Phase II Recycled Water Plant began production in FY06. In addition, the District continues to buy recycled water via two inter-agency recycled water purchase agreements with the Leucadia Wastewater Authority and Vallecitos Water District.
- Due to the relative newness of the recycled water system, there were no leaks or breaks in the.
- The benchmark for costs is adjusted each year by the City's block budget growth percentage.

TRENDS AND OBSERVATIONS

- The number of recycled water connections increased from 342 in FY07 to 469 in FY08, an increase of 37%. Any new recycled water connections ultimately reduce the city's demand on the potable water system.

- The low system integrity rate is due to the relative newness of the system; however, now that the system is aging resources will need to be allocated to maintenance, inspection and repair activities of the distribution system.
- The percentage of undelivered water has stabilized over the past two years due to the ongoing production of water from the Carlsbad Water Recycling Facility.

ACTION PLANS

- Significant recycled water system failure trends or findings will be reported to the Engineering Division for analysis and recommendation.
- Staff will review current recycled water purchase contracts to determine opportunities for enhanced cost effectiveness and/or improved efficiencies.
- Complete a Cost of Services and Rate Design Study to determine if costs associated with operating and maintaining the City's recycled water program are appropriate.
- Staff will continue working on the recycled water purchase agreement with Leucadia Wastewater District due to expire in 2011.
- Staff will continue to monitor the radio-read automated meter reading (AMR) pilot program that was initiated in FY08, as well as develop a cost-benefit analysis in FY09 to determine the feasibility of employing a water system-wide AMR program.
- If AMR is not implemented in FY09, staff will re-institute the normal meter replacement program based on the standards developed in the Maintenance Assessment Program.



Transportation & Circulation

STREET MAINTENANCE

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Street light repairs completed within 10 days	90%	82%	95%
Recall % of city signal lights	not to exceed 1%	0%	0%
Percentage of time that the desired response times for sidewalk repairs are met	90%	N/A	TBD New Measure*

Customer Satisfaction	Benchmark	FY07	FY08
Citywide Public Opinion Survey: Repair and maintenance of local streets and roads	90%	88%	84%
Citywide Public Opinion Survey: City's management of traffic congestion	90%	67%	68%

Cost	Benchmark	FY07	FY08
Annual maintenance cost per lane-mile	\$5,790 (2007) \$6,016 (2008)	\$6,579	\$6,369

- Street light repairs were completed within 10 days 95% percent of the time in FY08, a 16% increase over the FY07 results. The increase was largely due to the use of contractors to augment city staff in this area.
- The Sidewalk repair response measure will report on the response times for urgent hazards that require less than 48 hours for mitigation of the issue.

- Maintenance costs were lower in the last fiscal year, predominantly due to lower spending on concrete repair contracts.

TRENDS AND OBSERVATIONS

- The Manual of Uniform Traffic Control Devices (MUTCD), the law governing all traffic control devices, requires that a retro-reflectivity program for signs be in place by 2012. This mandate will require testing of all signs, and replacement of signs that do not meet reflectivity standards. Non-compliance with the MUTCD ultimately can result in the loss of federal-aid funds as well as a significant increase in tort liability. This requirement is certain to increase costs for Street Maintenance in the next few years, as the program is developed and implemented.

ACTION PLANS

- Continue to implement the new zone inspection and work plan that is being used to inspect all concrete and asphalt work and to coordinate repair work with City's overlay program.
- Department to provide recommendations to PW Director on cost-effective methods to meet the MUTCD retro-reflectivity rules for regulatory and warning signs.
- Create a new work plan for striping and roadway markings and develop a performance measure that monitors those efforts.



Transportation & Circulation

TRAFFIC ENGINEERING

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
% of all road segments that meet the Caltrans collision rates per million vehicle miles	100%	94%	90%
Roadway Rideability - Overall Condition Index (OCI)	Average OCI above 80	81	80
	100% of Roadways with an OCI above 70	90%	89%

Customer Satisfaction	Benchmark	FY07	FY08
Average travel time on El Camino Real	June 2000 travel times	0 of 6 measures met the benchmark	3 of 6 measures met the benchmark
Average travel time on Palomar Airport Road	June 2000 travel times	1 of 6 measures met the benchmark	2 of 6 measures met the benchmark

- The Roadway Rideability Overall Condition Index (OCI) is a value between 1 and 100, which is generated by the pavement management software based on the data collected during roadway condition surveys, construction activity, and deterioration curves for various types of pavement. A higher OCI value indicates a better roadway condition.
- The average travel time on El Camino Real measures the average of actual travel times from one point to the other, including delays, in relationship to peak (morning commute/evening commute) and off-peak periods. The peak periods are 7:00 a.m. to 9:00 a.m. (the a.m. peak period), 9:15 a.m. to 11:15 a.m. (the off-peak period), and 3:30 p.m. to 6:00 p.m. (the p.m. peak period).

- The average travel time on Palomar Airport Road measures the average of actual travel times from one point to the other, including delays, in relationship to peak (morning commute/evening commute) and off-peak periods. The peak periods are 6:45 a.m. to 8:15 a.m. (the a.m. peak period), 9:45 a.m. to 11:15 a.m. (the off-peak period), and 4:00 p.m. to 6:00 p.m. (the p.m. peak period).
- The benchmark(s) compare travel times on El Camino Real and Palomar Airport Road to baseline rates that were collected in June 2000. To meet the benchmarks, travel times shall not exceed the baseline rates.
- In FY08, three (3) of six (6) measures on El Camino Real were below the benchmark. Compared to FY07, zero (0) of six (6) measures, or 100%, were below the baseline rates.
- In FY08, two (2) of six (6) measures on Palomar Airport Road were below the benchmark. This compares to FY07 where one (1) of six (6) measures, or 17%, were below the baseline rates.

TRENDS AND OBSERVATIONS

- It is anticipated that completion of current and future construction projects on Palomar Airport Road and El Camino Real will help improve travel times.
- There continues to be a significant reduction in traffic volume on El Camino Real between Haymar Drive and Plaza Drive due to commuters using the Cannon Road/College Boulevard corridor.
- There continues to be a significant reduction in traffic volume on Palomar Airport Road between Melrose Drive and Paseo Valindo since the opening of Faraday Avenue from Orion Street to Melrose Drive in October 2007.
- In the current economic climate, measured traffic volumes in many locations are decreasing.
- The reduction in traffic volume may be affected by the significant increase in the price of gasoline last summer, drivers have changed their habits and are reducing or combining trips, or drivers have fewer reasons to travel due to the economic climate that has resulted in less spending, layoffs, etc.
- In FY08, the Average OCI for public roadways throughout Carlsbad was 80, which is equal to the benchmark. However, over the past four years, the Average OCI has been slowly degrading. This degradation has been relatively slow in spite of the increased cost of paving materials, such as asphalt concrete, and the related reduction in the miles of roadway being resurfaced. The relatively slow rate of degradation is due in part to the construction of new roadways associated with development. As construction of new roadways associated with development slows down in the future, the OCI will tend to degrade at a faster rate.

ACTION PLANS

- As traffic volume continues to grow, or drivers are more hurried or inattentive, the number of traffic collisions is also anticipated to increase. Correspondingly, there will be an ongoing emphasis on advanced planning, surveillance of existing conditions, performance measurement, and a well developed Capital Improvement Program to help counter any increase in the number of collisions in Carlsbad.
- Portions of El Camino Real are currently being widened or have design plans in progress to add a future lane through widening. Additional right-turn only lanes for Palomar Airport Road are in design and will be under construction in 2009.
- Develop an updated Pavement Management Program scope of work and budget to maintain the Average OCI above 80 and to improve all roadways above an OCI of 70.



Balanced **Community Development**

CAPITAL IMPROVEMENT PROGRAM

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Percentage of projects completed within approved construction budget	90%	95%	100%
Percentage of projects completed within approved construction schedule	90%	90%	87%

Cost	Benchmark	FY07	FY08
Total engineering cost compared to total construction cost as a percentage	$\leq 37\%$ (FY07) $\leq 30\%$ (FY08)	13%	24%
Percentage of projects with total engineering costs less than the results in the California Multi-agency CIP Benchmarking Study	$\geq 75\%$	100%	93%

- The construction budget is defined as the contractor's bid plus approved contingency at time of award by the City Council.
- All fifteen projects completed in FY08 were within their approved construction budget.
- Of the 15 projects completed, 13 (87%) were within the contract completion date, compared to 90% (19 of 20) in FY07.

- The total engineering cost is defined as all planning, design and construction management/inspection costs for the project.
- The total engineering service cost compared to construction cost, as a percentage, ranged from 25% to 30% for the four best performing cities in the California Multi-Agency Benchmarking Study – 2006 Update. In FY08, Carlsbad had 93% (14 out of 15 CIP projects) with total engineering service costs less than the average of these four best performing cities.
- The California Multi-Agency Benchmarking study indicates the maximum percentage of total engineering service cost compared to construction cost is 41%. For Carlsbad 14 out of 15 projects (93%) had engineering service cost less than 41%. The benchmark requires that at least 75% of Carlsbad's projects will not exceed the maximum of 41%.

TRENDS AND OBSERVATIONS

- While typical reasons for allowing additional time on a construction project may include weather delays, changed field conditions, and revisions to complete the intent of an approved design, the reasons for the two projects not being completed on time in fiscal year 2007-2008 were unusual. In one project the contractor filed for bankruptcy and in the other, an outside agency that was partially funding the project requested changes, which delayed the project completion.
- Fifth year results continue to show that Engineering Services costs have been within benchmarking objectives, and construction costs are within the approved budget.

ACTION PLANS

- Staff will continue to proactively manage and monitor construction costs.
- Staff will review the construction time allowed in the contract to assure there is sufficient time to account for typical construction delays such as weather and differing site conditions.
- End of project debriefing meetings will continue to be held to assess project performance and determine where improvements can be made on future projects.
- To improve timeliness of construction projects, staff is placing increased effort in communicating with contractors the need to be in compliance with the stipulated time frame shown on their approved project schedule. Areas of concern are noted and communicated to the contractor where they need to respond with increased effort or changes in jobsite methodologies. This

communication will take place in the regular project meetings (typically weekly) and in writing when schedule slippages appear to be adversely impacting the timely completion of projects.

- Contractors are required to submit a baseline construction schedule at the start of the project. The schedule is reviewed monthly by staff during construction to ensure the contractor is staying on schedule. In the event the contractor falls behind schedule, he will be required to submit a recovery schedule showing how he will get the project on schedule. If it appears the contractor will not be able to recover the time lost, the City will put him/her on written notice that he/she is subject to liquidated damages. A copy of the letter will be sent to the contractor's bonding company. If it appears that the contractor is continuing to fall seriously behind schedule and is not making a good faith effort to recover, the City will notify him/her that he/she is in default of the contract and the bonding company will be notified. If it is in the City's interest, the contract will be terminated and the bonding company will be required to complete construction of the project.



Balanced **Community Development**

CODE ENFORCEMENT

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Calls for the nine Most Common Categories of Service	90% within closure standard of compliance	82%	87%

Customer Satisfaction	Benchmark	FY07	FY08
Customer survey responses of "good" or "excellent"	90%	N/A	98%

Cost	FY 04	FY 05	FY 06	FY 07	FY 08
Average Cost per Case Closed	\$405	\$346	\$332	\$275	\$263

- The nine most common categories of service are: Engineering/Right-of-Way, Signs, Expired Building Permit, Zoning, Vehicle Abatement, Vehicle Zoning, Building, Garbage & Junk, and Business License.
- Case closures increased in six out of nine categories and decreased in two. This translated into a five percent increase in the average case closure time from last year. Accountability by code officers through an individual case management program which began early in the fiscal year has contributed to more effective tracking of open cases and resulted in the five percentage point improvement over last fiscal year.
- Customer Service Surveys were sent out to code enforcement customers during this period and the city received over 70 responses. Customer comments are tracked and a manager follow up occurred randomly in approximately 30% of the cases.
- The nominal decrease in expenditures and, in turn, cost per case closed was due to reduced part time staffing.

TRENDS AND OBSERVATIONS

- Vehicle abatement cases remained consistently low due to continuous and effective code enforcement programs and practices. The number of vehicle abatement cases remained at six cases this year. Vehicle case closures within the standard compliance time frame increased 17% over last year. Case reduction indicates the effectiveness of the vehicle abatement program.
- In previous years, we had accepted calls and opened cases if warranted without getting the caller's / individual's name. This past year's policy has been replaced with a non-anonymous complaint system that will allow greater customer feedback regarding how a case is handled. The non-anonymous policy has allowed staff to more effectively contact our customers to receive feedback and audit department performance.
- Recidivism rate decreased slightly, while the total number of case activity decreased 4%.

ACTION PLANS

- Code Enforcement, The City Attorney's Office, Planning staff, Police Department personnel, Community Service Officers and Storm Water staff will continue to meet on a regular basis to discuss current issues and to ensure consistent and efficient enforcement in cases that crossover department jurisdictional authorities.
- Code Enforcement staff will also meet independently on a monthly basis to review case management and reporting methodologies to insure consistent reporting and data entry of case status, disposition and appropriate case opening and close dates. In addition to all hands monthly staff meetings, code officers will provide a weekly update to the code enforcement manager on difficult or complex cases.
- An analysis of the specific types of code cases showing increased recidivism will be done in the upcoming fiscal year to focus efforts on education and community outreach on these types of cases.
- A new emphasis on code case management is being developed requiring code officers to manage building code violation cases from the initial complaint through plan check, permitting and final occupancy. This case management approach to enforcement focuses on the ultimate resolution and code compliance and emphasis on cross platform coordination with counter staff and building inspection staff.
- Staff will continue evaluating alternatives to traditional code enforcement techniques by involving Homeowner Associations, business owners, homeowners and other community members in conflict resolution and mediation referrals. Code Enforcement Officers will participate in additional customer service training opportunities in other jurisdictions and organizations.



Balanced **Community Development**

PLANNING

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
80% of land use project reviews complete in 3 or less cycles.	80%	77%	97%

Customer Satisfaction	Benchmark	FY07	FY08
Customer survey responses of "good" or "excellent"	90%	87%	88%

- FY08 is the second year of the service delivery measure. The benchmark is based on an Application Completeness Review Survey completed in September 2006 which included 32 cities throughout San Diego County, Orange County, and Riverside County.
- During FY08 Planning Staff reviewed 154 land use projects; 150 of the projects were deemed complete in three (3) or less cycles, or 97%.
- Review cycles entail reviewing minimum application submittal requirements and identifying project design/standards compliance issues up-front.
- FY08 is the second year of the measure. Highly satisfied customers are an indication that we are providing services in a manner that is desired and/or expected. The measure reflects customer satisfaction among citizens, professionals, developers and other agencies that have direct interaction with the Planning Department through the discretionary review process.
- The Planning Department targeted the areas of consistency of code interpretations, thoroughness of application review, site development review process, process for listening to customer concerns, attitude and willingness to help, ability to communicate information, and timeliness of response.

TRENDS AND OBSERVATIONS

- There are a number of reasons why it is important for staff to expedite land use applications:
 - There are statutory regulations on the amount of time an agency has to deem a project submittal complete. Once a project is deemed complete, there are regulations on how long an agency has to approve or disapprove an application.
 - The development community demands quick and efficient turnaround times. Long review times add significant costs to development projects and make it more difficult for builders to meet current market trends and to build profitably.
- Over time, the customer satisfaction measure can help the Planning Department identify areas of strength and weakness, as well as identify areas where changes in service are occurring.

ACTION PLANS

- The Planning Department continues to find efficient methods to communicate with the Planning staff and development community to ensure that everyone knows and understands how the various development processes work upfront to assist in efficient processing of land use review application submittals.
- The length of time for a project to be deemed complete and difficulties realized vary significantly based on the complexity of the projects. Staff will continue to develop this measure and work with the Planning staff and development community to find ways to meet or exceed the benchmark. Data will be collected during the fiscal year and reviewed monthly to determine the percentage of projects completed within three (3) or less cycles.



Balanced **Community Development**

HOUSING AND REDEVELOPMENT

Benchmark and Current Results

Service Delivery	Benchmark	FY07	FY08
Gross Annual Property Tax Value	Increase > 5%	21%	2%
Gross Annual Sales Tax	Increase > 3%	-1%	-4%
Commercial Vacancy Rates	5% or less	5%	5%
# of Redevelopment Permits Processed	5 or more	39	60

Cost	Benchmark	FY07	FY08
Ratio Public Funding to Private Investment	1:10	1:62	1:6

Customer Satisfaction	Benchmark	FY07	FY08
Public Opinion/Customer Satisfaction – good or excellent	90%	88%	88%
Section 8 Program Assessment – Rental Assistance	Standard Performer or Better	Standard Performer	High Performer

- The Village Redevelopment Area has experienced a slight increase of 2% in Gross Annual Property Tax Values, and a minor dip in Gross Annual Sales Tax of -4%. Down \$44,280 from FY07, the two economic categories that have experienced measurable decreases in FY08 are food products and general retail. These decreases can be directly tied to the downturn in the economy. The decline in spending is not just being felt in the Village; rather households nationwide are reducing their spending by considerable amounts.

- For each \$1 of public expenditures, the goal is to demonstrate that there has been at least \$10 of private investments made. In FY08, the public to private ratio was 1:6. Commercial redevelopment of properties has slowed down considerably from FY07. In years past, money has been relatively accessible and both entrepreneurs and banks have been willing to take on monetary risks. Within the past year, lending practices have shifted and financial institutions have raised their standards when lending money, so opportunities for new growth have diminished. With the recent approval of the Lumiere Hotel, staff anticipates that the public to private ratio will grow over the next year.
- In FY08, the Redevelopment Agency continued to invest in the improvements of the existing Carlsbad Senior Center. The area formerly owned by the Carlsbad Unified School District now serves multiple purposes and fills special needs. In March of 2008, the new wing of the Carlsbad Senior Center opened its doors to residents and has already proven to be a large community asset.
- In the area of Housing, the Carlsbad Housing Agency received a United States Department of Housing and Urban Development (HUD) rating of "High Performer" for its operation of the Section 8 Rental Assistance Program, which exceeds the desired benchmark. The key factor to achieving "High Performer" was that the Housing Agency be able to utilize over 95% of the Housing Assistance funding allocated for monthly rental assistance payments. This resulted in a higher point score which elevated the rating from Standard Performer to High Performer. The Agency continues to be very successful in maximizing the rental assistance opportunities for low income residents throughout Carlsbad.

TRENDS AND OBSERVATIONS

- The overall impression of the Village Redevelopment Area continues to receive positive feedback from both residents and visitors; both finding the Village to be an enjoyable place to spend their time.
- New businesses are continuing to open or will open soon in the Village, adding to the diversity of businesses and helping to ensure more favorable sales tax figures in the future. Boutiques such as *Avenue Accents* and *Lemonchello's* have opened their doors adding further variety to a female visitor's shopping experience. Also new on State Street is the *Sunglass Lounge*, specializing in designer eyewear and supplying further competition to the optical field in the Village. The Roosevelt Center, a newly constructed mixed-use building on the corner of Carlsbad Village Drive and Roosevelt Street, is anticipated to host an up scale restaurant and two other retail storefronts; all which should result in positive for the Village area. Looking forward into FY09, commercial stores such as *Vigilucci's Italian Market* and the *Chocolate Bar* will soon be open to the public on State Street.

- Even with the down turn in the economy, the incremental growth in property tax figures indicate that the market is holding in the Village area. The low vacancy rate of buildings combined with a slight dip in sales tax indicates that the business environment remains healthy unlike other downtowns throughout the nation.

ACTION PLANS

- Continue to implement programs that focus on revitalization in the Village Area.
- Continue to work in partnership with property owners to implement improvements on their Village properties.
- Collaborate with the Carlsbad Village Improvement Partnership, Chamber of Commerce's Village Enhancement Committee, the Carlsbad Village Business Association, and other appropriate organizations to implement new programs and/or projects that will continue to enhance the Village Area and ensure the sustainability of its financial health into the future.
- The Housing Agency will continue to evaluate their program against the 14 indicators set forth by HUD. A strong effort will be made to maintain the current top level of performance.